

services is determined by household income. In the case of a great number of legal services they provide, this is fair and appropriate in ensuring that people who live at or below the poverty level have access to legal services.

But for women fleeing abuse, the situation becomes complicated. Often these women do not have independent income, so the household income counted against her is that of the alleged abuser. This legislation would make certain that these women do not have to be denied legal services because of their spouse or partner's income.

As the new welfare law goes into effect, domestic violence victims will be among those hardest hit. More than 2 million women are abused by their husband or partner each year. It has been reported that more than half of the women currently receiving government assistance cite domestic violence as a factor.

We are responsible to do everything within our power to help victims of domestic violence escape abuse and start on the path to self-sufficiency. This is just one step on that path and I hope you will join me.

MICHAEL MANLEY: PATRIOT OF
JAMAICA

HON. CHARLES B. RANGEL

OF NEW YORK

IN THE HOUSE OF REPRESENTATIVES

Thursday, March 13, 1997

Mr. RANGEL. Mr. Speaker, I join Michael Manley's many friends and admirers who mourn his loss in paying tribute to his remarkable life. Michael was my friend for more than 20 years and I greatly admire his visionary and inspirational leadership. He was a delightful personality with wide ranging interests who was always aware of, and involved in, the issues of the day. He was a committed patriot of Jamaica, a man of the Caribbean, and a person who represented all who struggled for justice, equality, and opportunity.

Michael was a teacher and a leader on the issues which have defined the challenge facing developing nations as they move from political independence toward sustainable development and economic viability. Michael had the capacity to envision a better world for all, the ability to articulate his vision, and the leadership to inspire us individually and collectively to aspire to goals beyond our reach.

Michael Manley's leadership was a global significance and impact. His struggle against apartheid in South Africa was internationally recognized by the award of the United Nations Gold Medal in 1978—the highest award of the Special Committee Against Apartheid. In addition, his work on economic issues, particularly the New International Economic Order, and the external debt problem of developing nations, marked him as one of the preeminent international political and economic thinkers of the contemporary era. His prolific writings on economics and politics include *Poverty of Nations*, 1991; *Up and Down Escalator*, 1987; *Jamaica Struggle in the Periphery*, 1982; *A Search for Solutions*, 1977; *A Voice of the Workplace*, 1973; and *Politics of Change*, 1973. He was a visiting professor at, and received honorary doctorates from, numerous institutions of higher learning in the Caribbean, Great Britain, and the United States.

Although retired from political life since 1993, he continued to be active in public af-

fairs. Michael Manley played a pivotal role in the restoration of democracy to Haiti and the transition to majority rule in South Africa, to which he led the Commonwealth Observer Mission that won praise from the new Government of South Africa.

I had the opportunity to work particularly closely with Michael in recent years, in the restoration of Haitian democracy, and I can personally attest to his influence in mobilizing the Organization of American States and the United Nations to become engaged in negotiating the return of President Aristide to complete the term to which he was elected as President of Haiti. Michael Manley showed me his commitment to justice and his love for the Caribbean as he applied his formidable intellectual and persuasive powers to the cause of democracy in Haiti. He had similarly committed a good portion of his public life to the struggle for self-determination in Africa and especially was a leader in the effort to end apartheid and bring about majority rule in South Africa.

Michael's global view did not make everyone comfortable. In the 1970's, the United States Government opposed his friendship with Cuba and his support of the Cuban troops sent to Angola to stop the advance of the South African apartheid regime. Michael suffered the wrath of the United States for his independence and was labeled a Communist sympathizer.

Michael was more than a Jamaican, more than a man of the Caribbean; he was a man with a global reach and vision who saw the challenge of reducing the great and tragic gap between the rich and the poor through the creation of a new international economic order.

Michael had the capacity to learn and change, to adopt new tactics to accomplish his goals in recognition of new and different circumstances. His economic message changed from the 1970's when I first met him and defended him against charges that he was a Communist. In the 1990's he emphasized private sector-led growth and development. Throughout he was a prime minister beloved of his people because he opened opportunities for participation to the disadvantaged and removed historical disabilities of gender, class, and privilege.

His loss will be felt in Jamaica, the Caribbean, the hemisphere, and throughout the world. Michael Manley's intellect, energy, and passion were universal in their commitment to freedom, equality, and justice. His extraordinary impact will be forever remembered.

THE CHANGING ROLE OF ENERGY
COMPANIES

HON. SHEILA JACKSON-LEE

OF TEXAS

IN THE HOUSE OF REPRESENTATIVES

Thursday, March 13, 1997

Ms. JACKSON-LEE of Texas. Mr. Speaker, I rise to speak on the changing role of energy companies in the United States as we look forward to the 21st century. It is ever apparent that we, as a country, are in the process of change. Technology is shaping the future of not only the way we think, but also the way we act and react to information that we receive and put out.

There is no doubt that energy companies, like other industries that touch the lives of

people across the globe, must change and adapt to meet the growing needs of people in a world that is affected by new technology daily. In fact, some may say that we are in the process of a new revolution; an information revolution.

Mr. Speaker, on this subject, I would like to introduce into the record an insightful speech by Philip J. Carroll, the president and CEO of Shell Oil Co., on *Adapting to a Revolution: The Challenges Facing Energy Companies in the 21st Century*.

ADAPTING TO A REVOLUTION: THE CHALLENGES
FACING ENERGY COMPANIES IN THE 21ST CENTURY

(By Philip J. Carroll)

INTRODUCTION

I have been invited here today to talk to you about one man's view of energy companies as we near the close of the 20th century and begin looking forward to the 21st. It's somewhat awkward standing before an energy audience at the end of the 20th century. I feel a bit like a Trannosaurus Rex in a Gary Larson cartoon speaking before the Society of Late Cretaceous Dinosaurs on "How to Enjoy the Cooler Weather"—he had the idea right, but didn't fully understand the implications of what was going on in his environment.

While there are no meteors crashing down from the sky, we all know that we are nonetheless in the midst of a change in our environment—a true revolution. This particular revolution is the "information revolution" and I want to talk to you about how it will change our markets, our organizations, and most importantly, how it will impact you individually.

A revolution is a brief period of time where the whole nature of a system makes a radical transformation from the way things "are" to the way things "will be." A revolution usually begins when existing institutions fail to meet the present needs. When coupled with a vision of the way things "ought to be" from forces outside the establishment, a revolution results in great turmoil as the opposing sides struggle to define the future.

I believe that a dominant theme of this revolution will be to place less value on physical assets and much more value on human. This will mean that our organizational structures, and the people within them, will have to adapt rapidly to changing and increasingly competitive markets.

BACKGROUND

Allow me to go back in history a bit to try to set the stage. Humankind spent thousands of years making the first revolutionary transition from hunting to farming. This time scale was so long, that its study is relegated mostly to the field of archeology. Life during the agrarian age was simple, but quite hard. People toiled physically day in and day out, just to provide for the basic human needs of food and clothing. Change continued during this age as organizations moved from large feudal systems to single family farms. With each change came new responsibilities, but also new freedoms and opportunities. In spite of the drawbacks and tough conditions, the human welfare was nonetheless improved as civilization continued to grow.

The next revolution, the industrial revolution, was a phenomenon principally of the last century. It began at the dawn of the 19th century with the introduction of simple machines in the British textile mills, and the perfection of the steam engine in the British coal industry—both of which substantially reduced production costs. Although commerce itself had been around for thousands of years, these new industrial capabilities